

2008 - 2012 STRATEGIC PLAN



Public Outreach at the 2007 Lents Founders Day

PDC MISSION:

To bring together resources to achieve Portland’s vision of a diverse, sustainable community with healthy neighborhoods, a vibrant central city, a strong regional economy, quality jobs and housing for all.

PDC WORKS TO ACCOMPLISH THE FOLLOWING GOALS:

- Provide access to quality housing
- Help Businesses to Create and Sustain Quality Jobs
- Develop Healthy Neighborhoods
- Contribute to a Strong Regional Economy
- Support a Vibrant Central City

PDC’S WORK IS GUIDED BY FIVE STRATEGIES:



AND FOCUSES ON A SPECIFIC SET OF KEY ACTIONS:

<p>Retain and develop housing and diverse neighborhoods.</p> <p>Invest resources in home and business ownership to provide opportunities for wealth creation.</p> <p>Assist in creating and retaining quality jobs.</p> <p>Maintain a strong and responsive economic development strategy for the city and region.</p> <p>Develop key public amenities that enhance community livability and economic vitality.</p> <p>Revitalize blighted areas through strategic partnerships and property acquisitions.</p> <p>Invest in and develop social service facilities.</p>	<p>Create and sustain new collaborative working relationships with cultural communities that are not adequately served through current outreach methods.</p> <p>Sustain a dialog with the business community and respond to their needs and motivating factors.</p> <p>Invest in new and emerging technology to effectively enhance communications with our diverse publics.</p> <p>Build renewed and more productive partnerships between the PDC Board and City Council.</p>	<p>Support and develop a synergistic relationship between schools and industry for workforce development and job training.</p> <p>Pair established developers in mentoring relationships with emerging local developers.</p> <p>Seek ways to use existing PDC tools to support K - 12 school stability.</p> <p>Use PDC tools, technical expertise, and influence to help make Portland the world’s sustainability center.</p>	<p>Invest to grow Portland’s future revenue base.</p> <p>Seek out new and creative mechanisms to raise capital, and maximize the use of tax increment resources.</p> <p>Continue to enhance public resources through leveraging private investment where appropriate.</p> <p>Implement a mechanism to ensure that PDC and the public share in the financial successes of PDC’s investments.</p>	<p>Create an organizational culture that focuses and invests in organizational development, continued best practices including rewards and recognition, and cultural competency, diversity, compensation and communication.</p> <p>Support a skilled workforce by investing in training and career development, including specific focus on performance and project management, business, marketing and financial expertise.</p> <p>Develop PDC’s system infrastructure to allow staff to timely and accurately deliver on business plans, projects and strategies.</p>
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HOW THE STRATEGIC PLAN WILL BE USED

PDC’s Strategic Plan sets a course for action. In this and future years, PDC will develop its business plans and budget in alignment with the Strategies and Key Actions adopted by the Board. PDC will also develop measures to assess its success in accomplishing its Strategies. Each year, the Executive Director will report to the Board on PDC’s Strategic Plan accomplishments. Through effective planning, budgeting, program delivery, and performance reporting, PDC will continually discover the most effective ways to achieve its mission and be an accountable steward of public resources.

Investing in Portland’s Future



PDC STRATEGIC PLAN 2008 - 2012

On behalf of the Portland Development Commission (PDC) Board of Commissioners and employees, we are pleased and excited to present PDC's Strategic Plan for 2008-2012. This Plan is anchored by five Strategies that will guide our work and financial investments over the next five years.

1. Foster an open, inclusive, and accountable approach to economic development and prosperity in Portland and the region.
2. Position "communication" – listening as well as informing – at the center of every initiative we undertake.
3. Seek and cultivate new and mutually beneficial partnerships.
4. Develop new and innovative tools to finance the city's livability and development objectives.
5. Care for the job satisfaction and professional development needs of the people of the organization, and cultivate organizational health and diversity.

To achieve these strategies, twenty-two key actions identify specific activities to be undertaken. Each year the Executive Director will report to the PDC Board on PDC's Strategic Plan accomplishments, and any recommended changes to the key actions.

This plan will guide business plans and budgets over the next five years. It will also serve as the basis for developing performance measurement and reporting systems that help us evaluate the public benefits of our investments, and improve the effectiveness and efficiency of our activities.

We wish to thank the many PDC employees who directly contributed to this plan, as well as members of urban renewal advisory committees, and other stakeholders and partners who influenced the contents of this plan and participate in PDC's decision-making processes.

As we enter PDC's 50th year of service to our community, we look forward to ensuring that the Portland Development Commission remains a responsive and driving force in the creation of a world-class, sustainable, 21st century city; a city in which economic prosperity, quality housing and employment opportunities are available to all.

Sincerely,



Mark Ross
Board Chair



Paul W. ...
Executive Director

PDC MISSION

To bring together resources to achieve Portland's vision of a diverse, sustainable community with healthy neighborhoods, a vibrant central city, a strong regional economy, and quality jobs and housing for all.

PDC VISION

To be a catalyst for positive change in the creation of a world-class, 21st century city; a city in which economic prosperity, quality housing, and employment opportunities are available to all.

PDC VALUES

- Excellence and innovation
- Stewardship
- Diversity
- Collaboration and teamwork
- Leadership

PDC GOALS

- Provide access to quality housing
- Help businesses create and sustain quality jobs
- Develop healthy neighborhoods
- Contribute to a strong regional economy
- Support a vibrant central city

PDC CUSTOMERS

PDC's core commitment to customers is to provide leadership. These customers, numerous and diverse in their perspectives and interests, include:

- Neighborhoods
- Small and big businesses
- Development organizations
- Advocacy groups
- Non-profit and community-based organizations
- Loan and grant applicants
- The Mayor and City Council
- City bureaus
- Other regional governments
- Other public agencies
- Legislative delegation

Ultimately, PDC's broad customer base includes the future generations of Portland residents.



PDC STRATEGIC PLAN 2008-2012: CELEBRATING THE PAST AND EMBRACING OUR SUSTAINABLE FUTURE



In 2008, PDC celebrates 50 years as Portland's urban renewal agency. While PDC proudly celebrates its numerous and diverse accomplishments, PDC is even more excited about the opportunities of the next 50 years as we continue to help Portland become the best city in which to live, work and play. Since the early 1990s, the City of Portland has led the nation in implementing policies and practices that incorporate community and environmental goals into urban redevelopment. The challenges of a new century require us to reassess the way we advance Portland's livability and sustainability. Through the tools and practices we use, PDC will progressively lead the city as we strive to make Portland the world's sustainability center.

In late 2006, the board established five strategies to guide PDC's course of action over the next five years. Adopted in 2007, these strategies are carried out through 22 specific key actions. Together, the strategies and key actions are PDC's Strategic Plan.

PRIORITIES

At its Strategic Summit in September 2007, the PDC Board of Commissioners emphasized four activities that underscore PDC's Mission. These are:

- Consider how all of PDC's programs and projects retain and create jobs, and support a diverse workforce.
- Build strong partnerships with the Portland City Council, Portland School Districts and other community organizations.
- Expand current, and seek out new sources of funding.
- Continue stewardship of the public's resources through performance measurement, and effective program and project management.



STRATEGIES

Foster an open, inclusive, and accountable approach to economic development and prosperity in the city and region.

Position "communication" – listening as well as informing – at the center of every initiative we undertake.

Seek and cultivate new and mutually beneficial partnerships.

Develop new and innovative tools to finance the city's livability and development objectives.

Care for the job satisfaction and professional development needs of the people of the organization, and cultivate organizational health and diversity.



STRATEGY 1

Foster an open, inclusive, and accountable approach to economic development and prosperity in the city and region.

Portland's vision of a vibrant city includes economic diversity. Through its thoughtful and open decision-making process, PDC focuses on seven Key Actions to provide opportunities for people at all points of the economic spectrum to live, work, recreate, and create wealth.

Retain and develop housing and diverse neighborhoods

To provide a wide range of housing opportunities, PDC continues to provide financial assistance and incentives in line with a diverse set of housing policies and goals, such as PDC's 2011 Housing Production goals, the set-aside for affordable housing and the City/County 10-Year Plan to End Homelessness.

Additionally, through financial assistance programs such as Storefront Improvement loans, and Development Opportunity Services and Community Livability grants, PDC continues to reach out to neighborhoods and respond to their unique business, development, transportation and livability needs.

Invest resources in home and business ownership to provide opportunities for wealth creation

PDC recently updated and expanded its homebuyer loan programs to broaden access to potential homebuyers. PDC will continue to pursue projects like the Vanport business condominiums on Martin Luther King Jr. Boulevard which provide opportunities for businesses to own their properties.

Assist in creating and retaining quality jobs

PDC continues to assist in creating and retaining quality jobs through business loans and grants, recruitment and expansion efforts, and by expanding policies to ensure that local, minority- and women-owned businesses and establishing businesses are utilized in PDC-funded projects.

Maintain a strong and responsive economic development strategy for the City and region.

PDC continues to work with and respond to its regional partners, including the Association of Regional Economic Development Partners and Greenlight Greater Portland. Currently, PDC is updating specific economic development strategies related to retail, target industries and regional economic development.

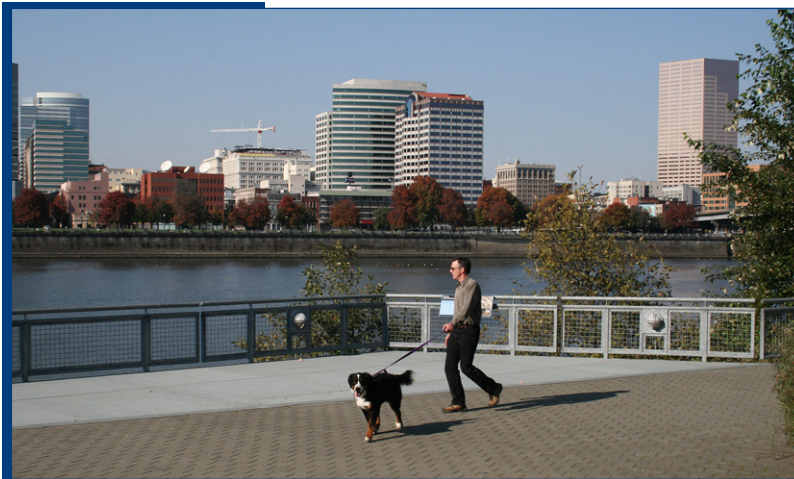


Good in the Neighborhood fair

Develop key public amenities that enhance community livability and economic vitality

Both large projects like the Portland streetcar and light rail, and smaller projects like neighborhood streetscapes and the redevelopment of the former Washington-Monroe high school site, improve livability and catalyze other investments in their surrounding areas. PDC will continue to develop strategic key amenities that enhance and revitalize Portland's communities.

Revitalize blighted areas through strategic partnerships and property acquisitions



*Vera Katz
Eastbank Esplanade*

PDC's core purpose is to facilitate the redevelopment of under-utilized or contaminated land. This is accomplished by removing barriers and facilitating partnerships. PDC will continue to seek out development opportunities that make properties available for investment.

Invest in and develop social service facilities

In alignment with City policies and PDC's strategy to serve people at all points of the economic spectrum, PDC invests in social service facilities that serve the homeless and other vulnerable populations. PDC works with a variety of community partners including Portland's Bureau of Housing and Community Development, Multnomah County, HOST community development corporation, and Central City Concern.

STRATEGY 2

Position “communication” – listening as well as informing – at the center of every initiative we undertake.

In Portland’s high-involvement environment, maintaining a strong value in and practice of outreach and communication is a key success factor. PDC’s network of communication must include City Council, neighborhoods, the public-at-large, and PDC’s business associates. PDC’s communications are guided by four key actions:

Create and sustain new collaborative working relationships with cultural communities that are not adequately served through current outreach methods

PDC continues to build its relationships with Portland’s diverse communities. Expanded outreach includes increasing participation at neighborhood fairs and community meetings, translating key outreach materials, and seeking diverse perspectives and participation on urban renewal advisory committees.

Sustain a dialog with the business community and respond to their needs and motivating factors

PDC will increasingly learn from and respond to the evolving needs of the business community. Business outreach events, urban renewal advisory committees and PDC’s direct business contacts, financing and recruitment work provide a wide range of opportunities for PDC to understand the needs of businesses in our community.

Invest in new and emerging technology to effectively enhance communications with our diverse publics

PDC’s new Strategic Communications Program encompasses a range of communication methods tailored to diverse audiences. These methods include access to PDC meetings through local cable, web site upgrades, and the use of geographic information systems to map PDC’s investments.

Build renewed and more productive partnerships between the PDC Board and City Council

Projects such as the Portland Streetcar and light rail expansion, and PDC’s annual budget development provide opportunities for the PDC Board and City Council to build upon its productive partnership and align our objectives.



*MAX Yellow Line
opening day*



PDC's Target Industries program offers marketing and technical support to area industries

STRATEGY 3

Seek and cultivate new and mutually beneficial partnerships.

The challenge of driving an inclusive “prosperity strategy” will expand the scope of PDC’s traditional mission. Clearly, PDC can’t “do it all”, and must look to establishing new and creative partnerships. Four key actions will cultivate mutually beneficial relationships for PDC:

Support and develop a synergistic relationship between schools and industry for workforce development and job training

Through development projects that help grow local colleges, and business incubators that focus on targeted industries, PDC will continue to provide connections to prepare Portland’s workforce for the unique needs of the growing region well into the future.

Pair established developers in mentoring relationships with emerging local developers

PDC increasingly seeks to grow emerging local developers through a variety of mechanisms and projects. These include seeking development partnerships in its request for proposals, providing technical assistance to property owners through its small grant programs, and pairing developers on large projects such as Saturday Market and the New Copper Penny.

Seek ways to use existing PDC tools to support K-12 school stability

PDC is currently partnering with Portland school districts and looking to integrate school and family connections in its projects. Current PDC projects such as the Crown Motel redevelopment on Interstate Avenue, the Foster School Master Plan in Lents and the Humboldt Area Family Housing strategy provide opportunities to improve livability and housing options close to schools.

Use PDC tools, technical expertise, and influence to help make Portland the world’s sustainability center

Through technical assistance, incentives and its green building policy, PDC will continue to assist in the development of landmark sustainable projects like the Holman Building in southeast Portland, and the Sitka Apartments in Portland’s central city. Additionally, PDC’s identification and focus on sustainable industries as a key business cluster, its partnership with the City of Portland on biofuels and green building practices, and its own Sustainability Plan make PDC a key player in shaping Portland’s sustainable future.

STRATEGY 4

Develop new and innovative tools to finance the city's livability and development objectives.

PDC is currently viewed as the “funder of last resort” on many projects outside its traditional funding scope, from transportation infrastructure to a broad range of neighborhood amenities. At the same time PDC’s traditional funding sources and tools, including City General Fund revenues and tax increment finance (TIF) resources, have become constrained. PDC must innovate to develop new financial models, tools and revenue sources. PDC’s four key actions toward this end include:

Invest to grow Portland’s future revenue base

Improved property values and the development of other taxable assets result in revenues that support Portland’s school, health, safety, social and recreational services. In partnership with Portland’s taxing jurisdictions,

PDC will increasingly consider, estimate and track the revenues that result from its investments.



Major changes are in store for Saturday Market.

Seek out new and creative mechanisms to raise capital, and maximize the use of tax increment resources

Financial institutions, private foundations and investors, and existing public funding mechanisms may provide new resources that supplement tax increment revenues. Additionally, systematic review of urban renewal areas may reveal opportunities to expand tax increment resources and the income generated from PDC’s investments.

Continue to enhance public resources through leveraging private investment where appropriate

Many of the projects for which PDC provides technical and/or financial assistance depend on private investment. Through networks with local banks, strategic property acquisitions, and partnerships with private foundations, PDC may be able to further expand the private resources invested in its development projects.

Implement a mechanism to ensure that PDC and the public share in the financial successes of PDC’s investments

PDC is standardizing its recently developed “lookback” policy that allows PDC to share in the financial returns of development projects when returns are above established thresholds. PDC will continue to include similar policies in its loans where appropriate.

STRATEGY 5

Care for the job satisfaction and professional development needs of the people of the organization, and cultivate organizational health and diversity.

PDC has conducted an organizational health assessment that will impact the organization as a whole. Individual PDC employees will be challenged by the initiatives outlined in this Strategic Approach to sharpen their professional skills and rethink the organization's traditional approaches. PDC's three key actions for this strategy are:

Create an organizational culture that focuses and invests in organizational development, continued best practices including rewards and recognition, and cultural competency, diversity, compensation and communication

PDC will continue to learn from and build on its recent organizational accomplishments which include the establishment of a Diversity Council, an internal communications survey, and classification, compensation and benefits reviews.



PDC staff answer questions about programs and opportunities PDC-sponsored outreach events.

Support a skilled workforce by investing in training and career development, including specific focus on performance and project management, business, marketing and financial expertise

Working with department directors and through individual development plans, human resources will support managers to foster the ongoing development of key skills for PDC staff. PDC staff continue to obtain project management training and several have achieved project management certifications.

Develop PDC's system infrastructure to allow staff to timely and accurately deliver on business plans, projects and strategies

Several major business information system projects are under way, such as the Enterprise Resource Planning Strategy, and reviews of human resources and records management systems. These systems, in addition to ongoing development of reporting tools and processes, will assist PDC staff in effective and efficient decision-making. PDC has also established a project management office that provides project management support and training opportunities.

**FOR MORE INFORMATION ON PDC AND PDC'S STRATEGIC PLAN,
PLEASE VISIT OUR WEB SITE AT WWW.PDC.US**

